

Future Force 21 Strategy Implementation Charter

Purpose: The Coast Guard must be enabled by a human resource system that integrates its workforces to create the greatest possible readiness in the 21st century. As asserted by the Defense Science Board, the demands for talented people are markedly different from those that shaped the manpower requirements and personnel systems and policies used in DOD (and the USCG) today. *The current set of human resources policies and practices will not meet the needs of the 21st Century if left unchanged.* This applies equally to active and reserve, military and civilian, auxiliary and contract—all of the Coast Guard's human resources. This charter provides tasking, guidance, and procedures to chart the course from strategy to action, building a bridge from today to the desired future state described in Coast Guard Future Force 21 and the Human Resources Roadmap. The charter also calls for the integration of past and present research and analyses, the ongoing business planning process, and other future-looking efforts in the HR Directorates. The chartered effort will develop a systemic, holistic, and systematic approach to recreate the Coast Guard's Human Resource System.

Background: Over the past three years the HR directorates have redefined the Coast Guard's fundamental HR business model and developed a capability based strategy. The high level goals in that strategy describe a future that will be, and must be, different from today. The HR community has identified many practices and policies that are not meeting the changing needs of and for the workforce. Studies (completed or underway) have addressed general professional development, career entry and progression, specialty development, mission or job specific development, and platform or equipment specific development. When integrated through the lenses of the intended future state and the business planning process, the actions recommended by these studies and analyses have the potential to significantly restructure the way the HR directorates acquire, prepare, deliver, and support the workforce of the 21st Century. The possible directions for action are limitless. Given a desired future state—a description of needed intellectual capital and the implied capability for a more agile HR system to provide and support it—the HR community must now set about deciding on a comprehensive approach: what to do, in what order, by whom, and at what cost. Implied throughout is the need to determine the right leverage points to create the Future Force, balancing cost, risk, and readiness.

Resources: This review should include (but not be limited to) "candidates for action" described in:

- USCG HR Business Model
- USCG HR Roadmap
- USCG Future Force 21 (Military and Civilian)
- USCG Civilian Career Management Study
- NPRDC Sailor 21
- USCG Planning Scenarios
- Defense Science Board report on Human Resources Strategy
- The HRPS State of the Art and Practice Report
- Input from the Integrated Deepwater System acquisition
- National Research Council report on Becoming a 21st Century Force: Human Resources
- USCG HR Business Plan (FY 2001-2006)
- USCG G-M, G-O, G-S, G-A, G-H, and G-L Business Plans (FY 2001-2006)
- USCG Workforce Performance and Training Strategy
- USCG Workforce Studies (22)
- ... and other documents that may inform the team.

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Task: The task shall include the review and analysis required to develop an implementation plan in sufficient detail to map the journey from today's business practices to tomorrow's business realities. The team will identify those recommendations from past studies and DOD efforts that can be linked together to capitalize on constrained resources and provide the greatest return on investment. The HR Roadmap (with strategies described in the HR Business Plan) and Future Force 21 will serve as the touchstone documents for all implementation recommendations. Each recommendation should be formed to create the best possible return on investment, take advantage of synergy with other efforts, and provide *linkage from HR strategies to Coast Guard readiness*. The ultimate goal is to build the future force and create an agile HR system to support field commanders and the men and women of Team Coast Guard.

Process: The team shall pursue three distinct but related phases. Phase I will catalog potential actions and directions and develop an overall approach to integrating strategic and tactical action. This may be considered as identifying opportunities for investment. Phase II will consist of a formal process of prioritization and decision making, identifying the highest leverage actions for the investment of time, effort, and money over at least a five year horizon (some initiatives are likely to extend beyond that horizon). The output of Phase II will be an action plan in sufficient detail to launch Phase III, where actions will be integrated into the day-to-day work of the directorates.

Phase I: Identify opportunities and potential actions – catalog potential actions and directions and develop an overall approach to integrating strategic and tactical action. Identify opportunities for investment. **Deliverable:** a comprehensive and integrated catalog of potential actions, recommended timing and dependencies, estimates of effort and resources required, potential risks of not pursuing a recommended action, possible measures of effectiveness for each proposed initiative (how would we know if worked?) and a cross-impact analysis if appropriate.

Phase II: Select actions and required investments – develop criteria for prioritizing the candidate actions and directions described in Phase I. Using information on FY 01 (and beyond) funding potential, rank and sequence the candidate actions within each of the Coast Guard's Planning Scenarios. Select the most robust action plan to accommodate the planning scenarios and provide the greatest degree of capability to provide the Future Force. Identify critical way-points that when reached will inform future HR system managers of necessary course changes. **Deliverable:** A five year action plan (and contingency plans) in sufficient detail to identify: who is responsible for implementing, measuring, and monitoring the progress of each action; timelines and milestones; the resources required (people, money, time); and the sources of those resources. The Phase II Team will update this charter, select a Phase III coordinator, and provide additional guidance as needed.

Phase III: Implementation – some outputs of Phase II will be changes to existing work processes or policies, which will be integrated into the day-to-day workplans of the directorates. Other initiatives will require specific tasking, additional resources, and new charters to determine the appropriate actions for the future (e.g., assignment zones, reorient CGPC, officer management policies). The coordinator will track progress and make regular reports to the Assistant Commandant. **Deliverable:** strategy deployed throughout the HR directorates, assigned as special efforts or fully imbedded in the day-to-day work of the HR system.

Organization: To ensure continuity and alignment this task will include the following elements:

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Executive Steering Committee: The Executive Steering Committee (ESC) will provide oversight. The Guidance Team Leader will report directly to the ESC Chair and will schedule formal briefings at the conclusion of each Phase, and as needed. The Executive Steering Committee will consist of the following personnel:

Name	Office
RADM Ames (ESC Leader)	G-W
RADM Olsen	G-WP
RADM Sirois	G-WT
RADM Johnson	G-WK
Mr. Fisher	G-WP
RADM North	G-M
RADM Cross	G-O
RADM Silva	G-S
RADM O'Donnell	SRO(PAC)
CAPT Landvogt	G-WR
Mr. Campbell	G-CFP

Phase I Team: The Team Leader shall work with experts in the field of human resources and with various ad hoc members as necessary. The Team Leader will direct Phase I and manage the team by chairing meetings and working sessions, assigning administrative details, orchestrating team activities, and overseeing the preparation of reports and presentations. The Team Leader is responsible for maintaining appropriate documentation of the team's activities. The Team Leader will be advised by a Performance Consultant to facilitate use of Human Performance Technology (HPT) methods, practices, and principles where appropriate, and formal practices involved in strategic planning and policy deployment.

Phase I Roster	Office	Notes
CAPT Jim Willis	G-WTd	Team Leader
LCDR Cathy Tobias	G-WTT	Performance Consultant
LTJG Craig Toomey	G-Wa	Team Coordinator
CDR Steve Nesel	G-OR	Team Member
CDR Dave McLeish	G-SR	Team Member
CDR Pat Hannifin	G-WR	Team Member
LCDR Dave Baugh	G-MR	Team Member
MCPO Alex Keenan	G-CCS	Team Member
Ms. Nina Robinson	MLCA	Team Member
LCDR Roger Mason	G-WPM	Team Member
Ms. Bonnie Garin	G-WPC	Team Member
Ms. Denise Bielan	CGPC	Team Member
Dr. Steve Wehrenburg	G-WR	Team Advisor
CAPT Bob Skewes	G-WK	Adjunct Team Member
LCDR Eric Jones	G-CPA	Adjunct Team Member
CDR Mark Rutherford	G-W Deepwater Staff	Adjunct Team Member
CDR Chris Hall	AIRSTA Washington	Adjunct Performance Consultant
LCDR Keith Curran	G-WTT	Adjunct Performance Consultant

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Phase II Team: The Team will consist of senior level enlisted, officers, and civilians from within the Human Resources structure. The Team Leader will be identified by the Assistant Commandant by 5 May 00. The Phase I and Phase II Team Leaders will recommend Phase II membership to the Assistant Commandant by 15 May 00. The Phase II roster will be finalized by 30 May 00.

In addition to the identified experts on the teams the Team Leader will need to call upon expertise from time to time. Performance Consultants involved with past and current studies will be called upon to serve as ad hoc members on an as needed basis.

Operating Procedure:

The Phase I Team shall be designated as full or part time participants from 5 June thru 7 July 2000. For planning purposes, the Team should anticipate working together offsite (or virtually) in the Washington, D.C. area for approximately two weeks during this Phase. The Team Leader will brief the Assistant Commandant and the ESC as appropriate.

The Phase II Team shall be designated as full or part time participants and will act on the recommendations provided by the Phase I Team commencing on 10 July and running thru 25 August 00. The Team Leader will brief the Assistant Commandant and the ESC as appropriate.

Phase III will commence upon approval of the results of Phase II. The Phase III Coordinator will be responsible for detailing the Phase III portion of the study during the Phase II out brief process.

Schedule: The schedule is currently being constructed and will be finalized by 1 June 00.

Budget: In order to achieve maximum success meetings may be held away from CGHQ. Meetings of team members at an off site location will cost approximately \$7,500 per weeklong meeting. The Phase I Team may conduct two meetings off site; the Phase II Team may conduct two meetings off site. Miscellaneous funding is required for routine administrative expenses.

Item	Estimated Cost
Study Team Meetings	\$30,000
Administrative Costs	\$ 1,000
Total	\$31,000

Authority to Act: The Teams have the authority to conduct research and collect data from any available sources as necessary to complete this tasking. All affected programs shall provide assistance as appropriate

Effective Date: This charter is effective _____.

Signature: _____
F. L. AMES, RADM, USCG
Assistant Commandant for Human Resources

Copy: ESC, Team Leaders, Team Members